



U.S. General Services Administration



Welcome

Letter from the Administrator

Effective and efficient government has never been more important. Federal budgets are shrinking, and the demand for government services is greater than ever. In this climate, GSA must deliver on its mission to provide the best value in real estate, acquisition, and technology services to government and the American people. By leveraging the purchasing power of the federal government, we are helping agencies buy smarter, reduce their real estate footprint, and create a better, faster government.

Every single day, the women and men of GSA do a remarkable job serving the American people and supporting public servants throughout the Federal Government. From outstanding acquisition programs like OASIS and the Federal Strategic Sourcing Initiative to the work being done to improve the management of government buildings to innovative initiatives such as 18F, GSA is making a difference in communities across the country.

“This is GSA” captures the scope and scale of what the women and men of GSA accomplish every day. I am proud to work alongside them, because I am constantly impressed by their tireless work ethic and dedication to public service. After you have a chance to read about all that we do, I know you will be too.

Dan Tangherlini
Administrator



Delivering Better Value and Savings

By using the purchasing power of the federal government, we will drive down prices, deliver better value, and reduce costs to our customer agencies. As a result, these agencies can focus their resources and attention on their core missions. We will also step up our efforts to save agencies money by creating 10 new ways that the entire government can purchase resources smarter and more efficiently. In addition, we are looking to maximize the value of our real estate assets and reduce our federal footprint. At the same time, we are looking to help our partner agencies find the space and services they need to serve the American people.

OASIS

Working with our customers to create a better acquisition platform

GSA is always looking for ways to better accommodate the needs of our federal partners. For example, a large number of agencies expressed frustration that we have not been providing the full-service offerings they needed. Different vehicles fulfilled different needs, but there was not a one-stop shop that covered everything a project required.

In order to provide the best possible value, GSA developed OASIS - One Acquisition Solution for Integrated Services. OASIS was created in collaboration with Office of Federal Procurement Policy to reduce the duplication of contracts, capture information for better negotiations in the future, provide tools to reduce high-risk contracting, and reduce procurement cycle time. OASIS is now a contract vehicle for complex professional services. It combines professional services and IT services into one package, creating a single source for both commercial and noncommercial needs - and eliminating the unneeded duplication of contracts. OASIS Small Business (OASIS SB) supports small businesses, maximizing opportunities for these entrepreneurs to do business with the federal government. This is the first contract vehicle to apply what GSA has learned from strategic sourcing, such as combining multiple contracts to drive down cost to professional service acquisitions.

With the feedback of industry during the planning and development stages, this program was developed to ensure the creation of successful and realistic solutions for customer agencies. In fact, federal agencies are already turning towards OASIS to fulfill their contracting needs. Earlier this year, GSA signed a memorandum of understanding with the Air Force to use OASIS and OASIS SB in lieu of the Air Force's own acquisition vehicles.

OASIS will be a reliable, flexible, and efficient way for agencies to obtain the best value and savings for complex professional services. It breaks the barriers in the world of acquisition by providing customers with a total professional services solution across the enterprise that allows for both commercial and noncommercial requirements and all contract types.

CityPair

Making federal travel as responsible, efficient, and transparent as possible

GSA's mission "to deliver the best value in real estate, acquisition, and technology services to government and the American people" also extends to facilitating travel for the federal government. Today, federal agencies face an increased demand for services while coping with ever tightening budgets. While many agencies have cut back on travel, it is still essential to the mission of many government agencies. GSA delivers the best possible value for travel in order to help our partners accomplish their missions as effectively and efficiently as possible.

For years, the City Pair Program has been helping federal agencies find cost-conscious airline travel options for government employees. The airfares offered under City Pair are discounted considerably when compared to commercial fares, saving the federal government and taxpayers billions of dollars annually. Each year, these contracted fares enable government agencies to project travel costs and forecast their travel budgets more accurately.

This year, the City Pair Program is expanding its reach, increasing available routes by 25 percent to more than 6,300 destinations. The overall rates for 2014 are consistently below corporate benchmark rates in all top markets. Average one-way ticket prices for domestic flights have dropped four percent and international rates have dropped seven percent from the previous year. Additionally, non-stop awarded markets have been expanded by 20 percent to 1,887 routes.

The City Pair Program provides benefits not available in any commercial program, including no restrictions, last seat availability, no change or cancellation fees, no blackout periods, and savings to travelers of up to 59 percent off unrestricted commercial fares. The program also offers capacity-controlled fares that offer even deeper discounts for booking flights early.

GSA's data-driven analytical approach to managing the program and negotiating with the carriers is driving greater cost savings and performance for the City Pair Program. Airline City Pairs, part of GSA's shared services program, is used by agencies and saves the government more than \$2.2 billion a year.

Reverse Auctions

An innovative, cost saving solution

GSA is committed to helping our partner agencies find the savings they need to focus on their important missions. The most important resources we have at our disposal are the tax dollars of the American people. In order to ensure they get the most value possible out of every dollar, GSA's National Information Technology Commodity Program (NITCP) has launched a reverse auction platform. This will help agencies get more for their money in a variety of areas by driving schedule-priced items even lower through robust live competition.

Unlike a traditional auction where buyers compete against each other for an item or service, a reverse auction places the sellers in the position to bid for the business of the buyer. In a reverse auction, prices typically decrease as the auction progresses. For FY2013, GSA's customers saved more than 7 percent on an average through use of reverse auctions.

Federal agencies can use the platform to conduct reverse auctions for commodities such as office supplies, laptops, tablets, and monitors, as well as for simple services like warranty, training, and installation. As use of this tool grows, the NITCP will work to integrate additional GSA contract vehicles to the platform.

GSA's new reverse auction platform reduces federal agencies' acquisition processing time, drives down prices and costs, and improves transparency and collection of data. Additionally, the reverse auction platform allows federal customers to set aside auctions for small business, increasing opportunities for small and disadvantaged companies to bid easily for government contracts. For FY2013, small businesses received over 97 percent of awarded reverse auction dollars.

Reverse auctions provide greater transparency, which improves the government's ability to negotiate with vendors to receive best pricing possible. The reverse auction platform captures line-item data by agency bureau, which will aid agencies in performing prices paid analysis and provide insights into purchasing behavior for potential strategic sourcing opportunities.

GSA expects the reverse auction platform to deliver better savings and value for federal agencies on the most commonly purchased office products, equipment, and services, while also making it easier for small businesses to compete for the government's business. For more information, please visit ReverseAuctions.gsa.gov.

Fleet Consolidation

Building a better federal fleet

One of the most important ways GSA can provide savings to our partner agencies is through the federal fleet. GSA Fleet manages the government leased fleet program of over 200,000 vehicles and by operating vehicles in a fleet that serves multiple agencies, we are providing a far more efficient service than each agency maintaining its own fleet. Centralizing federal fleet management operations to GSA provides standardization, economies of scale, and the tools necessary for the effective and efficient management of the federal fleet. By leveraging a shared-service model, GSA eliminates redundant operations and programs in the federal government and provides a unified way of conducting business to maximize savings.

GSA is currently working to green the federal fleet by offering a hybrid consolidation initiative to federal agencies that operate their own vehicles. For agencies that wish to consolidate, we will replace their aging fleet with hybrid vehicles at no cost. This initiative allows GSA to expand the number of hybrid vehicles in the federal fleet by up to 10,000 vehicles, resulting in the reduction of approximately one million gallons of fuel per year for the life of these vehicles. The GSA Fleet strives for increased fuel efficiency, with the current fleet consisting of over 70% alternative fuel and hybrid electric vehicles and achieving a miles per gallon improvement of 19.42% in fiscal year 2013. Agencies that consolidate into the GSA Fleet are able to implement hybrid vehicles into the federal fleet with significant increases in fuel efficiency, making all of our partners more sustainable, both economically and environmentally.

Saving time and money for agencies, consolidating with GSA Fleet also provides agencies with end-to-end fleet management services to operate their fleets more efficiently. These services include vehicle acquisition and disposal, maintenance control and accident management, fuel and loss prevention services and a management system that provides detailed and accurate data to efficiently manage fleet operations. GSA Fleet enhances effective and efficient management across the GSA leased federal fleet by leading the federal government in customer satisfaction, cost per mile, vehicle utilization, compliance with environmental policies and regulations, and cost of operations per vehicle.

Better Leveraging the Purchasing Power of the Government

Supporting the mission of our federal partners with unprecedented savings

GSA considers market share to be a measure of how well it is serving its customers in both offerings and delivery of services. Market share increases when customers can find what they are looking for and when they can conduct their transactions efficiently.

Today, GSA provides federal agencies over 11 million different products and services and delivers over \$55 billion annually in information technology solutions and telecommunications services, assisted acquisition services, travel and transportation management solutions, motor vehicles and fleet services, and charge cards. We manage over 205,000 leased vehicles, more than 3.5 million charge cards, and provide personal property disposal services to facilitate the reuse of \$1 billion in excess/surplus property annually.

GSA has established a federal market share goal of 17% in 2014, a significant increase from its market share of approximately 14% realized in FY 2013. This target for FY 2014 will be achieved by providing Federal agencies approximately \$54B in products and services out of the \$335B federal budget that is serviced by FAS offerings.

This goal is aggressive but it also is achievable due to many of the programs and initiatives that we are undertaking in 2014, beginning with the development of the Common Acquisition Platform. This will position GSA to offer our partners the kind of high-quality expertise and guidance they need for their acquisitions, while driving down costs of goods and services as well as costs of procurement.

Client Portfolio Planning

Managing Space, Increasing Savings

GSA is committing to supporting President Obama's directive to reduce the federal footprint throughout the federal government. One of the most important tools that GSA is using to assist our partner agencies is Client Portfolio Planning (CPP). GSA works with these agencies to examine their real estate portfolio to reduce square footage, increase asset utilization, minimize their impact on the environment, and ultimately save taxpayer dollars. As the government's real estate expert, GSA employs innovative and forward-thinking approaches for consolidations, workplace environments, mobile solutions, sustainability initiatives, and collocations.

GSA and our partner agencies have identified \$114 million in opportunities for annual rent savings and a footprint reduction of 3.5 million rentable square feet (RSF) from the Federal portfolio. In FY13 alone, the CPP Program achieved a total rent savings of \$10.5 million and reduced square footage by more than 450,000 Rentable Square Feet for our partnering agencies. In FY14, CPP opportunities could reduce approximately 1 million RSF, which could save an additional \$25 million in annual rents, if GSA receives the necessary funding. These savings will be utilized by GSA and the client agencies to invest in buildings or tenant improvements, as well as related furniture, IT, and move costs, as agencies transition to more efficient space to drive annual rent savings.

GSA is committed not only to developing valuable, cost-saving opportunities for individual agencies, but to finding solutions that fit the needs of multiple agencies. For example, GSA is partnering with a cabinet-level Federal agency to downsize its GSA-owned occupancy in Boston. The CPP Program identified three other agencies looking to consolidate their Boston leased occupancies into federally-owned space, and it is working with all of the agencies to implement a strategic backfill. The downsizing agency will reduce its rental costs, the consolidating agencies will realize significant annual rent savings by filling the vacated federal space at a lower rate, and GSA will avoid the problem of vacant space in the federal building.

As we look to provide the savings and services the American people need, CPP is a valuable tool to ensure that the federal government is using its resources as efficiently and effectively as possible.



Serving Our Partners

GSA will ensure that doing business with us is as easy and reliable as possible by simplifying and streamlining our processes and systems. We are dedicated to providing an excellent customer experience for our partner agencies and vendors. GSA will create a culture of continuous improvement by always searching for better ways to meet our customers' needs and expectations.

Improving acquisition

Better savings, better service

Improving acquisition. In today's fiscal environment, the mission of GSA is more important than ever before. That is why GSA is using the latest technology to better serve our partners and to expand our role beyond that of traditional buyer to include additional acquisition support and broker-type services. We recognize that in today's enormous government procurement marketplace, our customer agencies need GSA's expertise and guidance to evaluate and select from the vast range of products and services available to them in support of their missions. In response to the complex market, and our customer's need for assistance in navigating it, we are preparing to provide our federal buyers with ready access to, and GSA-expert analysis of, a full array of purchase and pricing data, qualified suppliers, acquisition vehicles and expanded services. Ultimately, our goal is to ensure that our customer agencies are able to fill their acquisition needs, and meet their missions as efficiently and effectively as possible. Here are a few of the innovations we are currently offering and working toward to better serve our customer agencies and our partners:

The Common Acquisition Platform (CAP) is an IT strategy that supports the Category Management business model. In other words, CAP is a shared-services technology platform that will support customers through every step of the full acquisition process. CAP will provide buyers with access and insights into transactional data from across government and reduce the need for maintaining redundant and duplicative acquisition systems and tools.

CAP harnesses the benefits of:

- Shared services for acquisition systems
- Government-wide data and analytics
- Market power
- Enterprise buying behavior
- Policy integration for efficiency
- Agile iterative development

GSA has a unique position in the government marketplace as a repository of purchasing information and expertise related to best practices, buying behaviors, and prices paid. Through the CAP, GSA plans to make this information and expertise easily accessible online for all government buyers, simplifying the purchasing process. We will help buyers navigate the process and the universe of purchasing options, thereby helping them to drive down prices, reduce price variability and execute best value purchases.

SAM/IAE. The Integrated Award Environment (IAE) was initiated in 2001 to bring together the government-wide systems that facilitate and track federal award activities and thereby reduce duplication, lower information technology costs, and create a more efficient federal award process. Since inception, the IAE has continued to evolve to meet the needs of the federal award community and the surrounding stakeholders.

The functionalities of IAE are currently delivered through ten legacy systems including: The System for Award Management (SAM), formerly Central Contractor Registry (CCR), Online Representations and Certifications (ORCA), Excluded Parties List System (EPLS), and FedReg, as well as:

- FedBizOps (FBO) - the Government Point of Entry for posting opportunities,
- Federal Procurement Data System (FPDS-NG) - the electronic repository for all federal procurement spend,
- Wage Determination Online (WDOL) - the site housing the consolidated, current wage determinations,
- Federal Awardee Performance and Integrity Information System (FAPIIS) - the database to track contractor misconduct and performance,
- Contractor Performance Assessment Reporting System (CPARS) - the suite of applications used to document contractor and grantee performance information, as well as

- Past Performance Information Retrieval System (PPIRS) - the system for contracting professionals to retrieve contractor performance information,
- Electronic Contracting Reporting System (ESRS) and FFATA Subaward Reporting System (FSRS) - the systems for reporting subcontracting and sub-award and executive compensation data, and
- Catalog of Federal Domestic Assistance (CFDA) - the full listing of all Federal programs available

This collection of systems has far reaching impacts for government, industry and non-profit operations. Collectively these systems support anyone seeking to do business with the government.

More than 400,000 entities are registered to do business with the government in the System for Award Management (SAM). SAM marries the registration process with the commercial representations and certifications required to contract with the government; and since its launch in Fall 2012, compliance with the regulation requiring online representations and certifications rose to 100% from 29%. Additionally, SAM displays required information on excluded parties, enabling contracting professionals across government to use a single site to search for and review active entities who may conduct business.

GSA, with concurrence from OMB through the TechStat process and close collaboration with the interagency governance bodies, is moving forward to transform the IAE into an open data, user-centric consolidated IT environment that will ultimately incorporate all of the functionalities of the legacy systems, further reducing costs to the taxpayer and promoting improved excellence in the federal award process

Reduce number of transactions government wide. We believe that by leveraging the purchasing volume of the government, we can drive down government acquisition costs. By centralizing acquisitions at GSA, we reduce the number of procurement transactions, driving down the volume of personnel needed across government to handle individual agency acquisitions. Furthermore, we reduce the duplication of efforts and vehicles that result from such a dispersed model. In the future, GSA would like the majority of government purchases to flow through our acquisition platform so we can leverage the data in negotiations to drive savings. GSA is ideally suited to provide contracting solutions for shared requirements, thereby allowing acquisition professionals across Government to focus on their agencies' core mission.

Prices Paid Portal. An informed buyer makes better purchases. GSA has effectively used transactional data acquired through our Federal Strategic Sourcing Initiative (FSSI) contracts to drive prices down. With this model in hand and our goal to be America's buyer, GSA is in the process of building an online portal that will enable buyers to see what their government peers have already paid for the goods and services they are considering procuring. Armed with prices paid information, government buyers will be able to better negotiate and purchase from an informed perspective which in turn saves taxpayers dollars.

eCommerce strategy. The eCommerce strategy is the first part of the CAP strategy. GSA has a unique position in the government acquisitions marketplace as a repository of acquisitions information and expertise related to best practices, buying behavior and prices paid. Through the CAP, GSA plans to make this information and expertise easily accessible online for all government buyers, simplifying the buying process. GSA will help buyers navigate the process and universe of purchasing options, thereby helping them to drive down prices, reduce price variability and execute best value purchases.

Category Management. There are currently an estimated 500 federal departments and agencies, all of which have purchasing needs. At present, there is no universal strategy or system for coordinating those purchases. The current landscape is fragmented with many individual purchases occurring within agencies and across various, often duplicative, vehicles.

The Federal Strategic Sourcing Initiative (FSSI) is a first step towards managing this process but it is not yet comprehensive enough to entirely fill the role. Category Management attempts to address this issue through a coordinated, strategic approach to purchasing. Once implemented, Category Management can streamline government purchasing into controlled categories, which will reduce or eliminate redundancy and increase efficiency.

The Federal Strategic Sourcing Initiative (FSSI), defined here as an enabling process or event under Category Management, is a government-wide program that allows agencies to work collaboratively to develop innovative, cost-saving sourcing strategies. These strategies are approved by the federal agencies with the largest procurement spend through the Strategic Sourcing Leadership Council (SSLC) under the guidance of OMB's Office of Federal Procurement Policy (OFPP). FSSI solutions will be an integral part of Category Management and the Government's Marketplace. There are currently four active FSSI solutions, as well as several upcoming solutions - both GSA and non-GSA led.

GSA defines Category Management as developing and executing the strategy for product or service categories as business units, and optimizing spend under management in conjunction with industry, while exceeding customer expectations. The goal is to minimize redundancies in purchasing while reducing total cost of ownership to the Government and taxpayers.

Category Management focuses on five key areas:

- Optimizing contract vehicles & managing the landscape
- Managing data collection and analysis
- Leveraging supplier relationships
- Maximizing customer relationships
- Growing and sharing expertise

So, what does category management mean to federal agencies? They will be able to rely on managers of these categories for market intelligence and expert guidance in procuring goods and services. Specifically, federal agencies can more readily develop acquisition strategies; easily and centrally locate acquisition vehicles, solutions, suppliers, historical transactions and prices paid data, which will help government buyers to negotiate and purchase from an informed perspective.

Category Management is really about management reform, not just acquisition reform, a function which touches Federal Agencies' Chief Financial Officers, Chief Human Capital Officers, Chief Information Officers, and the Performance Improvement Council.

Customer Training

Supporting our partner agencies

GSA is working to better serve our partner agencies by providing them with a multitude of programs to help them select the appropriate contracting vehicles. Deciding which vehicles to choose from through the GSA Schedules, governmentwide acquisition contracts (GWACs) and GSA Global Supply can be a challenge. With so many options to choose from, our partners often need more information on GSA programs so they can choose the right contracts to meet their needs.

Training is critical for the acquisition workforce throughout the government, and it is required and mandated for the proper execution of the Federal Acquisition Regulations (FAR).

GSA provides customers with training not only to ensure they are in compliance with procurements rules, but also ensure they are utilizing our contracts as simply and efficiently as possible. Our Office of Acquisition Management delivers classroom training, online training through the Defense Acquisition University (DAU), live monthly webinars, and training videos.

These training forums offer customers a variety of ways to receive training, resulting in greater customer understanding and satisfaction with GSA's contracting vehicles. To date, thirteen courses have been developed for the education of GSA programs. Since 2011, the YouTube videos alone have had more than 60,000 views. We will continue to explore ways to use these educational tools to improve our partner agencies' ability to use the services offered by GSA.

Increase the analysis and usability of government-wide data

Smarter Government, Better Government

In the 21st century, GSA is committed to using the power of technology and government-wide data to better deliver our partners.

GSA, with a broad portfolio managing key government-wide operations and policies, has access to a vast pool of data about government operations. Within these data, there are solutions to some agencies' most pressing problems. This enormous cache of information has the potential to dramatically change the way government does business. A key goal of the Office of Government-wide Policy (OGP) is to bring a quantitative approach to the powerful data the government collects to help agencies make smarter business decisions, and ultimately, to allow them to drive greater savings and efficiencies.

This will be made even more powerful when GSA combines the data across agencies and across administrative areas, ultimately increasing the quality and quantity of insights for our agency customers. At the same time, it will help provide the American people with the transparency to inspire confidence that their taxpayers dollars are being spent as efficiently and effectively as possible

Imagine, for example, a federal employee on travel who can use a smartphone to find up-to-date government hotel rates and fares; to find a government-owned vehicle in the city of travel versus renting a car, or to find another employee traveling to the same location so that they can carpool. OGP is using the power of crowdsourcing to ask the public to create a software tool using real travel data for GSA's own employees that will show a whole range of useful solutions on how to make smarter travel decisions. We will then replicate the software tool across government to help drive down government travel costs.

This is a seismic shift from the traditional approach of simply collecting government-wide data to a more innovative approach that provides agencies with customized, agency-specific solutions to operate more efficiently and effectively by driving down costs as well as improving performance.

Through the management of the Digital Government Strategy and Data.gov, GSA's Office of Citizen Services and Innovative Technologies (OCSIT) provides direct support for all executive branch agencies as other federal agencies move towards greater digital adoption of services to citizens, industry, and government partners. GSA meets with dozens of agencies every month to offer actionable guidance in their implementation of the Executive Order on Open Data and the Digital Government Strategy. By providing hosted tools for converting, processing, and managing data, GSA offers resources once so that other agencies don't have to build or procure their own.

Data.gov (managed by GSA in support of the White House) provides access to hundreds of thousands of open government datasets from 172 agencies. These data help to power American businesses that are creating products and services in sectors ranging from energy to consumer finance to education. Thousands of services from hundreds of businesses use data such as real-time weather feeds, crime statistics, hospital rating data, and consumer safety information to deliver their services. By making this public information accessible, GSA is helping to fuel economic growth throughout the country.

We are also using innovative online platforms like Challenge.gov to support our agency's mission. This has allowed entrepreneurs, innovators, the public, and employees at every level of the federal government to compete for prestige and prizes by providing the government with novel solutions to tough problems. Since its launch, Challenge.gov has been used by 59 federal agencies to crowdsource solutions and has received 3.5 million visits from 220 countries and territories and more than 11,000 U.S. cities. Challenge.gov has held nearly 300 scientific, engineering, design,

multimedia, ideation, and software challenges, resulting in unprecedented opportunities to create public-private partnerships.

In fact, the program has been such a success that the Ash Center for Democratic Governance and Innovation at the John F. Kennedy School of Government at Harvard University named Challenge.gov a winner of the 2013 Innovations in American Government Award from a pool of more than 600 applicants.

As we move towards a more mobile environment, GSA has a responsibility to be a pioneer in this field. We must use all of the innovative technology at our disposal to support the increased usability of government-wide data. This will enable us to not only serve the American people more efficiently than ever before, but also provide previously unseen levels of transparency.

ARRA

An Investment in the future of our country

The American Recovery and Reinvestment Act of 2009 provided GSA with \$5.55 billion to convert federal buildings into high-performance green buildings and to construct buildings, courthouses, and land ports of entry. Although there have been large-scale public building programs in the past, the Recovery Act is the largest program since the 1960s.

The investments GSA made, and will continue to make, in its public buildings helps stimulate job growth and retention in communities throughout the country. It also helps reduce energy consumption, improve environmental performance, reduce the backlog of repairs and alterations, and increase the value of PBS assets. PBS is leveraging its Recovery Act investments to turn its large, varied, and stable inventory of buildings into a proving ground for sustainable building technologies, materials, and operating strategies. By adopting new ideas and products, then evaluating and publicizing its results, GSA is working to become one of the commercial real estate industry's "go to" sources for data on the environmental and economic payback of new systems and procedures.



MAKING A MORE SUSTAINABLE GOVERNMENT

Making a More Sustainable Government

Going green saves green, and we are committed to a sustainable government that reduces energy and water use in federal buildings, responsibly disposes of electronic waste, and greens the federal fleet. GSA will also continue to work with businesses to make sustainable products and services readily available and affordable to our partner agencies. GSA has begun including life-cycle costs into our planning and decision making. We are also beginning the widespread implementation of innovative technologies and best practices from sources such as our own Green Proving Ground. Through our efforts, we can reduce our government's environmental and fiscal footprints.

PrintWise

A more efficient government starts in your printer tray

Sometimes the value that agencies need to focus on their mission can be found in the most unexpected places. For example, the amount of paper used by the federal government has had a significant impact, both on the American taxpayer and the environment. Spending over \$1 billion per year on printing and its related commodities, the government needed to find a cost-saving and environmentally friendly solution to create a more sustainable government. A more efficient approach would reduce the federal government's environmental footprint and save on American tax dollars spent on printing materials.

GSA developed the Federal Strategic Sourcing Initiative's Print Management Program to combat the challenges faced in government printing. This approach allows federal agencies to improve performance, promote environmentally sustainable practices, support small businesses, and lower purchasing and ownership costs by acquiring printing, copying, scanning and faxing commodities more efficiently.

Despite the move to an increasingly paperless world, the need for printers and paper copies will always exist. As part of the Print Management Program, GSA developed seven PrintWise tips to help employees with their printing behaviors. These tips are part of a governmentwide awareness campaign designed to help federal employees print less and make cost-cutting print decisions across the U.S. government.

Within the first 90 days of adoption of the campaign, agencies can begin to achieve savings through simple behavioral changes, such as setting the printer default to double-sided printing and using an approved toner-efficient font. While those may not seem like a drastic changes, the alterations in print behavior suggested in this program have the potential to save the government hundreds of millions of dollars annually. That represents valuable funding that could be used to support a multitude of agency missions in communities across the country.

Data centers

Smarter Data Storage

Creating a more sustainable government is an important priority at GSA. The agency is part of the Federal Data Center Consolidation Initiative (FDCCI), a recently created, government-wide program aimed at reducing costs of data center hardware/software/operations; increasing IT security; shifting IT investments to more efficient computing platforms/technologies; and promoting the use of Green IT by reducing the overall energy and real estate footprint of government data centers. A data center is a repository, whether it was originally a closet, room, floor, or building, for the storage, management, and dissemination of data and information.

The number of federal data centers dramatically increased from 432 in 1998 to more than 1,000 in 2009. The expansion in infrastructure investments was costly, inefficient, unsustainable, and had a significant impact on energy consumption.

Since then, GSA has eliminated and/or re-purposed 12,000+ square feet of floor space, decommissioned over 230 servers which were consuming approximately 1.4M kilowatt hours costing \$167K per year, and moved over 200 servers to other data centers which improves the efficiency of those remaining sites. We realized that by closing data centers, we could increase our efficiency by improving economies of scale when negotiating for new equipment, services, and support. Consolidating data centers also allows government agencies to move towards a more standardized infrastructure, reducing complexity. By the end of FY15, the FDCCI Program Management Office (PMO) Total Cost of Ownership (TCO) Model projects that GSA will have a net 5 year savings of \$24 million.

GSA's data center consolidation strategy was developed by combining GSA's IT strategic plan with the guidance provided by the CIO Council, OMB, and the FDCCI PMO. Thirty-seven non-core data centers for GSA were closed in FY13, following the six steps designated by OMB (inventory, application mapping, migration planning, migration execution, equipment removal, closure). Twenty-four more are planned to close by the end of FY14.

Green Proving Ground

Using our buildings to test the sustainable technology of tomorrow, today.

GSA's Green Proving Ground program is exploring new ways to mitigate the impact of our buildings on the natural environment. The Green Proving Ground tests promising sustainable building technologies in the real-world setting of federal facilities to evaluate their potential to reduce resource consumption and improve building performance. Additionally, the Green Proving Ground seeks to provide data and insights that will accelerate the broader commercialization and deployment of sustainable building technologies.

GSA is installing technologies that our research shows to be ready for immediate use. In 2014, we will begin installing more than 16,000 advanced power strips in over eighty facilities across our portfolio, which has the potential to save more than \$228,000 and 1.8 gigawatts of electricity annually. That will also reduce our greenhouse gas production by 1,295 tons, equivalent to taking 270 passenger vehicles off the road. In addition, we will complete the installation of wireless sensor networks in two GSA-operated data centers.

As an ongoing effort, the Green Proving Ground has publicly issued nine technology evaluations to date, and has 22 technologies that are currently being evaluated at test bed locations within the GSA portfolio. Last year, five new technologies were selected for study: (1) wireless lighting controls, (2) occupant-responsive HVAC controls, (3) modular, low temperature absorption chillers, (4) highly efficient rooftop HVAC units, and (5) LED replacement troffers with integrated occupancy and daylight controls.

Some of our most recently evaluated technologies include the following innovations:

High performance (High-R) window retrofits use advanced materials to deliver up to a seven-fold improvement in the thermal performance of windows. At a GSA test bed location in Provo Utah, installation of a High-R retrofit kit reduced heating loads by up to 41 percent.

Variable speed chillers equipped with magnetic levitation (maglev) bearing compressors represent an important innovation in commercial air conditioning. By eliminating the metal-on-metal friction of traditional compressors, maglev technology improves energy efficiency while minimizing any negative impacts of noise and vibration. Maglev technology can be incorporated as partial compressor-only retrofits, or as full chiller upgrades for systems that have reached the end of their useful life.

In an effort to address one of the leading sources of on-site energy generation, the Photovoltaic (PV) Guidance report explores conditions and practices associated with successful PV projects in GSA's portfolio. In this report, the Green Proving Ground assessed the execution and management of 63 GSA-owned PV projects to identify a broad set of best practices for on-site PV deployment. The report's findings are divided into five main categories: project management, site limitations, interconnection agreements, technical issues, and economic constraints.

Energy Efficiency

More power for less money

GSA buys energy for all federal agencies. We have done so since GSA was created in 1949. Before energy deregulation, almost all the contracts for electricity were made with utilities at the rates let by state public utilities commissions.

Since deregulation, though, it has been more exciting. In the deregulated markets, GSA buys electricity competitively, often using reverse auctions. These open and transparent auctions are fast--most of the bidding happens in the final few minutes. GSA starts an auction and in two hours typically, we will have a set of fully executed contracts that serve the specific needs of our customers. Since we started reverse auctions, competition has increased, and so has efficiency.

GSA often bundles renewable energy purchases with the basic electricity. This helps multiple agencies meet their renewable energy needs. GSA itself is one of the agencies using the highest percentage of renewable energy. We obtain renewable energy in three basic ways:

The production of energy on GSA land and buildings, largely through solar panels. Today we produce approximately about 29,000 megawatt hours of energy, or the equivalent of about 2,700 average US homes.

We buy some through power purchase agreements--where a third party owns the means of electricity production, such as windmills or solar panels--and the government buys the output for a fixed period. This can happen either on federal land or buildings, or on private land. In fact, GSA just assisted the Army in purchasing electricity from what will be the largest Federal solar array at Fort Huachuca, Arizona.

The third way we buy renewable energy is through renewable energy certificates. These certificates are created when a renewable energy facility generates electricity. They are sold separately from the power and create cost savings by spurring renewable power generation in favorable resource locations, regardless of the location of the ultimate power user. When GSA purchases these certificates on behalf of the federal government, the market responds by increasing the production of renewable energy.



LEADING WITH INNOVATION

Leading with Innovation

GSA is a leader of innovation in public service. For example, GSA was the first government agency to move to the cloud and to offer a process to streamline security of cloud services for the entire federal government. We are promoting an innovative, flexible, open workplace that will shrink the federal footprint while also serving as a model for federal offices for the future. In the coming year, we will continue to develop innovative cost-saving solutions that will be shared across the government.

Workplace utilization - Disposal

Shrinking the Federal Footprint

President Obama has made a commitment to ensure that the entire federal government is using its space as effectively and efficiently as possible. GSA has the expertise and specialized skills to assist agencies in reducing the federal footprint by disposing, exchanging, transferring, or repurposing real property assets, processes that are vital to using federal resources as efficiently as possible.

In FY 2013, GSA aggressively disposed of 213 properties with \$98 million in sales proceeds. Eight of these properties were GSA-owned assets that totaled \$32 million in sales proceeds. We help agencies reduce costs by improving asset-utilization and disposing of underutilized properties, thereby reducing the Federal footprint.

GSA builds disposal strategies tailored to each building's specific characteristics, including environmental issues, community interests, and market conditions. Similarly, when preparing a property for public sale, GSA develops marketing plans that ensure that the property has the best public offering possible, reaching both broad audiences and specific niche interests.

GSA also performs numerous realty and environmental services for our federal partners. Our offices around the country have experienced staff members who understand the current real estate market and have access to state of the art, online marketing tools including our enhanced auction platform. Our extensive network of realty specialists allows us to build quality partnerships with customer agencies, local communities, and other stakeholders.

Some of our top customers in recent years include: Department of Defense, Department of Agriculture, General Services Administration, Department of Interior, Department of Homeland Security and Department of Transportation. These six agencies are consistently in the top 10 in terms of number of disposals or total proceeds, while DOD and USDA have been in the top five for the past five years. These six agencies combined have a total of 650 disposals and more than \$226.4 million in proceeds over the past five years alone.

Workplace utilization - Total Workplace

A smarter workplace for a more effective government

In 2013, GSA launched a comprehensive service to create a 21st century workplace throughout the federal government. The Total Workplace Program Office provides resources and expertise to help federal agencies to reduce their office space, foster collaboration, better manage IT spending, and increase energy efficiency. Through the innovative Furniture and IT (FIT) initiative GSA can provide funding up front for furniture and infrastructure, enabling the agencies to pay us back for those services over the lifetime of the lease. In a time of shrinking budgets, the initiative is already saving taxpayer dollars and helping customer agencies better serve the American people.

GSA is a pioneer in the transformation of the government workplace. In 2013, we completed the renovation of our own headquarters in Washington, DC. We were able to collapse a number of leases and bring those employees from those buildings into the renovated headquarters, allowing it to accommodate up to 3,300 employees. By consolidating GSA employees into a single facility, we are eliminating \$24.4 million in annual lease payments. The renovation also includes high-performance green building initiatives, such as photovoltaic rooftop arrays; an underground cistern to recapture and reuse rainwater/grey water; a green roof; solar hot water panels; high efficiency mechanical systems; and more natural light for our employees. What GSA has done at its headquarters has shown other agencies how Total Workplace can create a more open, collaborative workplace.

The U.S. Departments of Agriculture (USDA), Health and Human Services (HHS), Homeland Security (DHS), and the U.S. Fish and Wildlife Service (FWS) are the first agencies to use this innovative program to find significant savings and reduce their real estate footprint. The effort will also help agencies meet the President's goals to cut greenhouse gas emissions and energy costs.

- At DHS, a reduction of rented space with subleasing, increased teleworking and the adoption of desk sharing, has allowed the agency to begin reducing its real estate footprint, resulting in a projected savings of \$55 million in office real estate costs.
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- USDA's National Agricultural Statistics Service will reduce its footprint from 43 state offices across the country to 12 regional locations which will create significant savings. Through the efforts to-date, the agency is projected to save more than \$700,000 in annual real estate costs.
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- HHS will improve space efficiencies, reduce the agency's footprint, and save the federal government more than \$15 million in real estate costs over a ten year lease.
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- GSA's Total Workplace will also allow FWS to eliminate 72,200 square feet, saving taxpayers more than \$3 million in annual real estate costs.

These kind of changes are often difficult for agencies to make themselves because they may be limited by their ability to make the initial upfront investment required. Total Workplace is a clear model and investment plan with which they can navigate those challenges and transform their offices into facilities that are capable of supporting the work of a 21st century government agency.

Budgeting for Investments

Supporting the Buildings Owned and Paid for by the American people

Through the FY 14 Appropriations Bill that was passed by Congress and signed by the President, GSA is able to invest more than \$9.3 billion in our nation's public building infrastructure, pay rent for our leased buildings, consolidate offices to save money, and upgrade land ports of entry to secure our borders. As a result of those investments, GSA will not only create savings for the American people, but also contribute to providing them with the most efficient and effective government possible.

However, as we move forward, we are committed to building upon the foundation of the FY 2014 appropriations. The critical funding GSA received makes it possible for us to address many of the problems that resulted from consecutive years of reduced funding, when GSA's portfolio of facilities had to forgo over \$4 billion worth of capital improvements. For example, we are now working to reduce agency rent through consolidation; improve critical border crossing stations; and make major repairs and fire-life safety improvements that will extend the life of our public building assets. These funds will also allow us to maintain the integrity of the Federal Buildings Fund and begin the process of re-establishing an adequate and reliable source of funding for GSA capital investments.

The President's Fiscal Year 2015 Budget supports GSA's efforts by continuing to fund important, common sense investments in our nation's infrastructure. Every dollar that we spend now on real estate repairs saves roughly four dollars in potential costs later and make it possible for GSA to provide timely maintenance and overdue improvements government buildings throughout the country.

However, while we have begun to make significant progress in addressing years of deferred repairs, there is still important work left to do in ensuring that our buildings can support the work of government in the 21st century.

Public/private partnerships

Maximizing the value of our assets

Public-private partnerships are an important part of what we do at GSA. In a very real way, our Public Buildings Service is a public-private partnership. Approximately 92 percent of the revenue in the Federal Buildings Fund is invested in the private sector. These funds pay private sector landlords for existing lease obligations, service companies to operate and maintain our buildings, and design and construction firms to repair and construct our buildings.

At GSA, we are managing a building inventory that includes some of the oldest buildings in the country, buildings that not only need repairs to keep them in working order, but often require renovations to ensure that they are up to the standards of 21st century government.

GSA partners with private industry to deliver needed space and service to our agency partners. Beyond our traditional, ongoing partnership with private industry, GSA is interested in further exploring the use of flexible authorities that do not require upfront funding.

For example, GSA recently reached an agreement for the investment of \$200 million in private sector funds in the restoration of the 114-year Old Post Office building in Washington DC. This significant investment will allow us to convert the Old Post Office into a mixed-use development that will serve the local community, preserve the historic facility, and save taxpayer dollars. We also will receive a base rent of \$250,000 per month, which escalates, based on the Consumer Price Index, over the term of the 60-year lease. The funds that GSA receives from the Old Post Office lease can be used for repair and upkeep of historic federal buildings across GSA's inventory, saving additional taxpayer dollars.

We are also actively exploring new approaches to exchange some of our older, outdated buildings to get new, highly efficient space, suitable for the needs of our partner agencies today. Included among several potential exchange projects are the J. Edgar Hoover Building here in Washington, D.C. and the Denver Federal Center in Colorado.

The current fiscal environment means that we simply cannot afford to do business as usual. We must look for new ways to maximize the value of our assets. By taking advantage of opportunities to work together with industry, we have a chance to shape a better, more efficient government for the 21st century.

Presidential Innovation Fellows

Innovators building a better government

Since it was launched in 2012, the Presidential Innovation Fellows program has been delivering impressive results—at start-up velocity. This program pairs top innovators from the private sector, non-profits, and academia with top innovators in government to develop solutions that aim to save lives, save taxpayer money and fuel job creation.

GSA's expertise in working with customer agencies to solve the government's most pressing problems through innovative cost-cutting services provides the Presidential Innovation Fellows with a solid foundation to grow and reach across the government.

For example, the Fellows recently helped expand the Blue Button Initiative, which is helping veterans and others across the country gain secure, online access to their own health records. Through the work of Fellows and their government teammates, the Blue Button Initiative expanded its reach from 85 million Americans to more than 150 million Americans that are today able to use Blue Button-enabled tools to access their own health information from a variety of sources including healthcare providers, health insurance companies, medical labs, and state health information networks. And this is just the beginning. As part of this effort, the Fellows helped to build the Blue Button public-private partnership between the healthcare industry and the Federal Government that brought together a series of companies and healthcare providers, including the Nation's largest retail pharmacy chains, to join Blue Button.

Another recent example of the Fellows-in-action is their work at the Smithsonian Institute to development of a crowdsourcing platform that allows the public to transcribe handwritten historic documents and records. This kind of innovative approach will not only support important research, but provide an important avenue for ordinary Americans to help preserve our nation's history. In just six months, Fellows developed and launched an end-to-end solution for creating digital records for historic files, which in turn engaged thousands of volunteers who have helped to transcribe and review more than 3,000 historic and scientific records—that are now easily accessible to the public for the first time.

The Presidential Innovation Fellows program shows what is possible when we all come together with our own unique skills and a shared passion to make our country a better place. GSA is excited to be home to this initiative and we are excited to see what we can help create together in the future.

18F

Building a government for the 21st Century

18F is a startup within GSA, bringing together the Presidential Innovation Fellows program and a cutting edge digital delivery team. They are recruited from the most innovative corners of industry and the public sector and are passionate about finding innovative new ways to drive efficiency, transparency, and savings for government agencies and the American people.

18F partners with agencies to deliver high quality in-house digital services using agile methodologies pioneered by top technology startups. They rapidly deploy working prototypes using lean startup principles and offer digital tools that result in governmentwide reuse and savings, allowing agencies to reinvest in their core missions.

They do all of this by working closely with their users. 18F provides effective user-centered services focused on the interaction between government and the public it serves. 18F is a new way to procure, build and deliver innovative technology, digital services, and public-facing applications.

By bringing the people, principles and values of the technology startup world together with the most effective people inside government, we believe we can assist agencies in closing the gap between the public's expectations and their current experience of government.

To find out more about how 18F is building a 21st century government, visit the 18F website.



Building a Stronger GSA

We must provide our own employees with the same high-quality service and support that we provide our partner agencies. Within GSA we need to give our employees the very best training and resources available so that they can deliver our mission as efficiently as possible. We will emphasize collaboration and cooperation across our business lines and throughout the agency so that our customers are receiving the best service from GSA. We will guarantee that when we do something, we do it once and do it well.

Streamlining internal operations

Building a more efficient and more effective GSA

Beginning in April of 2012, GSA conducted a comprehensive Top to Bottom Review. The goal of this review was to build a stronger GSA and deliver the greatest possible value to the American people and our federal partners.

The Top to Bottom review showed us that the broad duplication of services has complicated our work, added cost and impaired outcomes. It became clear that the best way to build a stronger GSA would be to streamline and consolidate the IT, HR, Administrative, and Financial functions of GSA. This will integrate each administrative function into a single team: teams that not only work together smoothly and efficiently, but also with clear responsibility and accountability. We anticipate that this process will save the American Taxpayer \$200 million over the next ten years.

Consolidation began with Public Building Service's Chief Financial Officer reporting directly to GSA's Chief Financial Officer. As a result of this change, GSA began to see improved accountability throughout this office and identified numerous opportunities to create the level of transparency that the American people deserve.

Since then, we have begun this process to strengthen our entire agency. We are streamlining our information technology department and easing access to agency data by bringing all information technology personnel, budgets, and systems under the authority of the Chief Information Officer. The result will be a new technology office that has the ability to directly provide all IT services and support directly to the entire agency.

Likewise, bringing all human capital management personnel and operations together under the Chief People Officer ensures GSA's HR needs are comprehensively met. This change will guarantee that all of us at GSA get consistent, accurate, and timely information and support.

At the same time, in order to improve the efficiency and performance of our administrative processes, a number of administrative functions will be brought together under the Office of Administrative Services. This includes executive correspondence, records management and audit response tracking.

By building a more streamlined and effective organization, this consolidation process is creating a stronger GSA, better able to serve the American people. It is a significant step forward in making GSA a model of how to provide the kind of efficient, effective, and transparent service that the American people expect from their government.

Leading with Technology

Creating a cutting edge government

At GSA, we have a duty to ensure that we are providing the most effective and efficient service possible to the American people. In addition, it is our responsibility to ensure that our partner agencies have the support they need to fulfill their own important missions. In the 21st century, open data and thoughtful data analysis are essential to both of these obligations. Since the day we became one of the first federal agencies to use the internet decades ago, GSA has been a digital trailblazer for the government. But we can - and must - do more.

To that end, we have developed a new data-sharing policy designed to improve access for the entire agency, as well as for our partners and the American people, to the wealth of information that GSA generates every day. This policy implements President Obama's Executive Order on open data, and will ensure that valuable information is available to those who need it. The Chief Information Officer the authority and responsibility to store, manage, and protect GSA's data, for both our own use and for sharing with external stakeholders.

As we work to share our information, many offices - especially the Office of Government-wide Policy - are ramping up efforts to analyze and develop visualization methods for our data. By improving the utility of this data, we will facilitate its accessibility within the agency as well as for our partners, and the American people. This will enhance the business value of GSA information, increase transparency, and create a more connected agency.

In addition to better utilizing the information at our disposal, GSA is also working to implement tools that enable us to best serve our partners and the American people. There is no better example of this than cloud technology. We were the first government agency to implement the cloud, and as a result, by freeing our data from our desks, GSA has become a more efficient, and more mobile agency. The cloud has enabled us to work wherever we need to work, rather than being restricted to the place where we are assigned to work.

Open and accessible information is essential to 21st century government and we are committing to facilitating this both within GSA and in the federal government.

Leasing

Better managing our assets

GSA manages a lease portfolio of over 8,700 leases in over 7,200 buildings. This portfolio includes over 198 million rentable square feet and \$5.6 billion in annual rent.

In FY 2013 alone, GSA executed 868 leases, including 139 renewals, for almost \$529 million in annual rent. By negotiating leases at rates lower than market rates for these new procurements, the Office of Leasing was able to yield \$29 million in annual rent savings for our partner agencies in FY13.

The Office of Leasing is continuously seeking ways to build a stronger GSA and to improve our processes to better serve our leasing partners, including small business entrepreneurs. In FY13, GSA implemented two particularly successful initiatives.

The Subject Matter To You (SME2U) Learning Series had twelve courses on lease process and related subjects throughout the country. The courses were attended by over 4,400 GSA associates, industry broker partners, and delegated customers. Over 8,500 Continuous Learning Points (CLPs) were awarded toward warrant maintenance and COTR certifications. As a result of these classes, communication with our partners improved, the skill sets of the workforce was enhanced, and PBS realized an estimated training cost avoidance of approximately \$800,000.

GSA expanded the use of the Automated Advanced Acquisition Program (AAAP) to the Atlanta, New York, and Chicago metropolitan areas. The AAAP is an electronic leasing process that allows the real estate market to submit offers of available properties for GSA consideration. The AAAP program consolidates and streamlines the leasing process, promoting greater efficiency in the leasing program through reduced cycle times.



Expanding Opportunities for Small Businesses

Delivering the best value for government and the American people requires taking advantage of all resources. Central to that approach is expanding opportunities for small businesses throughout the country. GSA will share ideas and best practices across the organization and with our customer agencies. We are working with the small business community, including businesses owned by veteran, women, minority, and disadvantaged entrepreneurs, to strengthen partnerships and support the success of our vendors.

Exceeding our goals

Finding unique value in America's entrepreneurs

GSA has a substantial commitment to small business, as well as businesses owned by veteran, women, minority, and disadvantaged entrepreneurs. Small businesses are an important part of all our projects, from providing much needed disaster relief supplies to renovating our headquarters. These businesses enable us to obtain unique value and services for our partner agencies.

Each year the federal government spends \$500 billion in contracts. The small business act sets a goal of awarding 23 percent of those prime federal contracts dollars to small firms. And each agency has a responsibility to meet their share of that goal. More than \$1.3 billion of GSA contracts went to small businesses in FY2013. That represents 40 percent of what we could spend with small businesses, significantly exceeding the small business act's goal as well as our agency's own goal of 30 percent.

In the case of strategic sourcing of office supplies, GSA was able to save agencies more than \$85 million since this initiative's inception while also directing more than 76 percent of the dollars to small businesses.

GSA's small business contracting achievements have earned our agency 2 consecutive A+s through the Small Business Administration. Representatives from GSA's Office of Small Business Utilization across the country are working hard together with program offices, contracting officials, and senior leaders to meet these goals. Small businesses are the engine of our economy and GSA is committed to working with them to give the American people the value and services they need from their government.

Creating Opportunities for Small Business

Supporting the Engine of America's Economy

Contracting with small business owners is a win-win for both the federal government and the small business community. The government receives great service at great value, while small businesses have a great chance to grow their businesses and create jobs. That is why expanding opportunities for small businesses is a priority for GSA and the entire federal government.

We have small business advocates in offices in 11 cities across the country. Entrepreneurs can meet with them one-on-one to better understand how to do business with GSA. GSA also has a Mentor-protégé program, which connects more experienced businesses with those just entering into government contracting. The program has over 100 mentor-protégé relationships, and hundreds of contracts have been won by protégés thanks to assistance from their mentors.

We help our customer agencies meet their small business goals through use of our streamlined contract vehicles, including GSA's Multiple Award Schedules. GSA Schedules are open-ended, multiple award contracts that simplify the purchasing process for federal agencies and the businesses on Schedule who serve them. GSA's Schedules program is the largest acquisition program within the federal government, with nearly one-tenth of federal procurement dollars running through this program. Eighty percent of Schedule holders are small businesses, and in FY2012, 34.0% total Schedule sales went to small businesses.

GSA's government wide acquisition contracts (GWAC) program is also a great opportunity into federal contracting. Agencies use these contract vehicles to procure comprehensive IT solutions from pre-qualified small businesses. Small business GWAC's are indefinite delivery, indefinite quantity contracts that help agencies meet their technology requirements through a customizable solution. Specific vehicles are designed to work with small businesses.

To find out more about the opportunities we offer entrepreneurs across the country, please visit GSA's Office of Small Business Utilization.